



United States Department of Commerce
National Oceanic and Atmospheric Administration
Office of Program Planning and Integration
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NOAA Program Planning and Integration

NOAA is challenged to provide increasingly accurate and reliable environmental and ecological information and services to meet the demands of society. These information services and stewardship responsibilities must recognize the connectivity that exists across various social and economic scales from local to global, and between the atmosphere, the oceans, and land.

To meet this challenge, NOAA needs to work closely with stakeholders and domestic and international partners at every level to bring all its talent, resources, and capabilities together in a unified manner. These efforts are facilitated by the Office of Program Planning and Integration (PPI), which was established in June 2002 as the focus for a new corporate management culture at NOAA. PPI was created to address the need to...

- ▶ **Foster strategic management** among NOAA Line and Staff Offices, Goal Teams, Programs, and Councils,
- ▶ **Support planning activities** through greater opportunities for active participation of employees, stakeholders, and partners,
- ▶ **Build decision support systems** based on the goals and outcomes set in NOAA's strategic plan, and
- ▶ **Guide managers and employees** on program and performance management, the National Environmental Policy Act, and socioeconomic analysis.

Vision

PPI is driven toward the ideal of one NOAA working together, guided by a clear strategic vision for planning, programming, and execution to achieve NOAA's goals.

Mission

The path to this ideal can only be realized through organizational leadership. PPI was created to lead the implementation of NOAA's Strategic Vision through four fundamental responsibilities:

- ▶ Developing and evolving of NOAA's Strategic Plan,
- ▶ Managing designated programs according to matrix principles,
- ▶ Promoting the development of effective programs by integrating knowledge, talent, and resources across NOAA, and
- ▶ Integrating social science and environmental policy analyses into decision-making



Program Planning and Integration: Functions and Accomplishments

Strategic Planning

The Office of Strategic Planning (OSP) pushes the agency forward and improves NOAA's science and services by implementing necessary changes proactively. It develops a strategic plan for NOAA and supports strategic management across the agency. To ensure that NOAA stays accountable to the public, OSP also oversees the creation and review of NOAA performance measures and elicits feedback from stakeholders and employees.

PPI spearheaded the implementation of the Program Planning Budgeting & Execution System. It developed two substantial revisions of the NOAA Strategic Plan to address new trends in the internal and external environment, held stakeholder meetings on the regional and national levels, and conducted a major revision of the NOAA strategic goal structure.

Matrix Management

NOAA has adopted the matrix approach to management so that NOAA programs share responsibility for achieving desired outcomes. PPI supports a corporate NOAA by ensuring that agency-wide requirements are linked to the Program Planning Budgeting & Execution System. With the NOAA Mission Goal teams, PPI coordinates matrix managed programs across Line Offices.

PPI led the development of a new program structure, including the establishment of 15 matrix-managed programs that reflect the transition to a more corporate and integrated organization. PPI also provided management, training, and evaluation functions to support the success of matrix management.

National Environmental Policy Act Coordination

The NEPA coordination team reviews and resolves internal and external NEPA actions and policies. This includes making assessments of impacts of marine fisheries management plans, establishing National Marine Sanctuaries, and revising sanctuary management plans. They provide NOAA-specific environmental policy and guidance related to programs involved in developing NEPA documents and also coordinate with other agencies in these efforts.

PPI's NEPA team led a group that completed NOAA's first-ever NEPA referral to the White House Council on Environmental Quality. The group's efforts halted a controversial jetty proposal by showing how maintenance dredging could preserve fishery resource interests, environmental integrity, and maintain safe vessel navigation at a much lower cost.

Economics and Social Science

The Chief Economist is responsible for identifying and quantifying the results of NOAA programs in order to better align them with the needs of society and to optimize NOAA resources. Cost-benefit and cost effectiveness analyses are used to evaluate and demonstrate program efficacy and aid decision making. The Chief Economist supports training and education in the uses and benefits of economics and social science NOAA-wide.

Assessments of the value of NOAA products and services include benefits of National Weather Service temperature forecasts to the electricity generation sector of nearly \$160 million per year. Similarly, there is the potential for over \$700 million in annual benefits from the proposed integrated coastal ocean observing system.

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